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5 December 1955

**MEMORANDUM FOR:** Deputy Director (Support)

**SUBJECT:** Effective Manpower Reduction and Adequacy  
of Current Manpower Authorization in Light  
of Requirements

**REFERENCE:** Memo for DD/S from DTR, dtd 25 Nov 55,  
subject, "Agency Manpower Study"

1. In response to the request made on 1 December 1955 the following additional information is submitted concerning the three questions proposed by the Inspector General's ad hoc Manpower Committee.

2. The present authorized personnel ceiling for the Office of Training is [ ] positions. Assurance has been received from the Deputy Director (Support) that this ceiling will be augmented by 19 additional positions, thus bringing the authorized strength to [ ] positions. The present on-duty strength of the Office of Training, including Junior Officer Trainees (JOT's), is [ ]

3. Regarding question 1, prior to 15 August the authorized personnel ceiling for this Office was [ ] positions; effective that date it was reduced to [ ] JOT's. As indicated in the referenced memorandum this constituted a 17% reduction of the previously authorized manpower. During the intervening period a thorough analysis of all of the functions performed by this Office was made. It was determined that the Office of Training could not continue to discharge

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all of the responsibilities laid upon it by the Director of Central Intelligence unless the personnel ceiling was augmented by a minimum of 19 positions. It was on this basis that the Deputy Director (Support) agreed to increase the personnel ceiling of this Office from [REDACTED] positions.

4. In the event that a 10% reduction of the manpower on duty 31 October 1955 is required, this would result in the further elimination of [REDACTED] positions. Subject to the approval of the Director of Security, I would propose to transfer certain support functions to a contractual arrangement. The functions in question are now performed by the Office of Training support component at [REDACTED]. They are listed below in a descending order of priority; the reduction of Agency manpower to be gained is indicated. It is estimated that the transfer from staff to contract status of these positions would require approximately 90 days.

<u>POSITION</u>	<u>NUMBER OF EMPLOYEES</u>
a. Maids	
b.  Attendants	
c. Motor Maintenance Personnel	
d. Civilian Guards	
e. Operating Engineers (Steam)	
TOTAL NUMBER OF STAFF EMPLOYEES TO BE ELIMINATED	

The advantage of adopting this procedural approach is obvious in that the Office of Training could through this means reduce its manpower while at the same time retain all essential functions.

5. Regarding question 2, your attention is invited to paragraphs 11, 12 and 13 of the referenced memorandum in which this question is discussed in some detail. It has already been indicated that some manpower saving would accrue to the Agency if the training now conducted by the [REDACTED] SR Division, DD/P, was placed under the direct administration of the Office of Training.

6. Foreign language training is conducted by the National Security Agency, Department of State, Department of Agriculture and the Departments of Army, Navy and Air Force. A serious effort has been made to take full advantage of these programs; however, I wish to emphasize that the experience gained through these efforts

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has conclusively established the fact, that in the majority of cases, the most economical, secure and effective method of providing language and area instruction for Agency employees is accomplished through internal CIA programs. The Language and External Training School comprises [redacted] positions. If all internal language training was eliminated as a function, a saving of 8 positions could be effected; this would be approximately [redacted] of the total on-duty strength of the Office of Training. It should be understood, however, that the transfer of Agency language training requirements to the language schools of other Government agencies would impose an unacceptable burden on their present teaching staffs and would necessitate CIA subsidizing these staffs in order that they could augment their instructors by a number comparable to that saved within this Agency.

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7. Regarding question 3, there are no assigned functions which are beyond the capacity of this Office to perform; however, the requirements of the Agency which directly relate to the functions performed by this Office cannot be fully satisfied under present manpower limitations, for example:

- a. Attrition among the professional employees of CIA presently exceeds the capacity of the Office of Training to provide JOT's as replacements. The JOT Program should be expanded until there are at least [redacted] JOT's in various stages of training at all times. [redacted] JOT's are currently on duty.
- b. Any further expansion of the JOT Program will create a requirement for additional psychologists if the Assessment and Evaluation Staff is to continue to serve the Agency at its present level of effectiveness. The Junior Officer Training Staff will also require additional personnel to assist in the management of an expanded program. It is estimated that at least four additional psychologists and two additional JOT Staff members will be needed.
- c. Agency requirements for foreign language and foreign area instruction exceed the capacity of the Language and External Training School. Projected programs in these two fields of training will require additional instructors.
- d. Agency requirements for films, to be produced by the Office of Training film unit, already constitute a three-year backlog of work. This

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program requires six additional employees in order to speed up the production of these films and adequately meet Agency requirements.

- e. Agency requirements for instruction in international communism and communist party operations presently exceed the capacity of the Office of Training. At least two additional instructors should be assigned to this program.
- f. An analysis of cold war plans of DD/P indicated a gradual shift in emphasis from official to non-official cover. This change will unquestionably increase the Agency requirements for covert training. The Covert Training Staff of the Operations School currently have cases scheduled two months in advance. At least six additional instructors will be required for this type of training if the Office of Training is to adequately meet future covert training requirements.
- g. On the supposition that the Office of Training will be required to support projected war-time overseas training bases with manpower as well as technical support, additional personnel should be added to this Office as these overseas installations come into being.

The examples identified above are cited as an indication of the limitations which the present manpower ceiling imposes on the Office of Training capacity to meet Agency requirements. Any further reduction may be expected to reduce this capacity to an even greater degree.

8. It may be concluded that any manpower saving accomplished through the transfer of staff positions to contractual arrangements could be profitably utilized by this Office to expand existing programs.

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MATTHEW BAIRD  
Director of Training

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